Recruiting Research Survey

Volume 11 • Diversity & Inclusion Recruitment Survey

AIRS®

powered by ADP®

Welcome to AIRS® 2017 Diversity & Inclusion Recruitment Survey Results!

AIRS is proud to have a large alumni network of recruiters in every industry and location. As a service to ALL recruiters, we frequently poll our network on current trends and hot topics. What follows are our most recent survey results on Diversity & Inclusion Recruitment! We are pleased to share this with you and hope it is helpful to you and your organization. Please look for future survey results!

Highlights

- The number of respondents who report having a dedicated Diversity & Inclusion Recruitment Team of 4 or more has increased **32%** from **2016** and **67%** from **2015**.

- **50%** of the respondents report their organization does NOT have a clear Diversity & Inclusion Recruitment Program objective.

- **60%** of respondents have seen a change in what candidates consider important as they transition jobs in today's market.

- **46%** of respondents reported that Professional Development and Career Advancement are the most important factors for consideration by candidates as they transition jobs in today's market.

- Only **2%** of respondents, down **85%** from last year, site Buy-in from Senior Management the biggest challenge they face today in their Diversity & Inclusion Recruitment program?

AIRS 2017 Diversity & Inclusion Recruitment Survey

What best describes the industry of your organization?

	2017
Government	9.0%
Healthcare	9.0%
Banking	6.7%
Insurance	6.7%
Manufacturing	6.7%
Employment - Staffing Agency	5.6%
Financial Services	5.6%
Employment - 3rd Party Recruiter	4.5%
Human Resources	4.5%
Information Technologies	4.5%
Employment - Executive Search	3.4%
Energy & Utilities	3.4%
Non-Profit	3.4%
Retail	3.4%
Services	3.4%
Construction & Engineering	2.2%
Education	2.2%
Telecommunications	2.2%
Consulting	1.1%
Electronics & Semiconductors	1.1%
Engineering	1.1%
Environmental	1.1%
Food & Beverage	1.1%

Marketing	1.1%
Media	1.1%
Pharmaceutical & Biotechnology	1.1%
Research & Science	1.1%
Security	1.1%
Other	1.1%
Aviation, Aerospace & Defense	0.0%
Chemicals	0.0%
Conglomerate	0.0%
E-Commerce	0.0%
Employment - Ad Agency	0.0%
Employment - IT Contractor	0.0%
Hospitality & Travel	0.0%
Legal	0.0%
Mining & Metals	0.0%
Paper & Packaging	0.0%
Planning & Public Works	0.0%
Publishing & Printing	0.0%
Real Estate	0.0%
Sports & Recreation	0.0%
Transportation, Logistics, Storage	0.0%
Venture Capital	0.0%
Wholesale & Distribution	0.0%

How many employees in your organization?
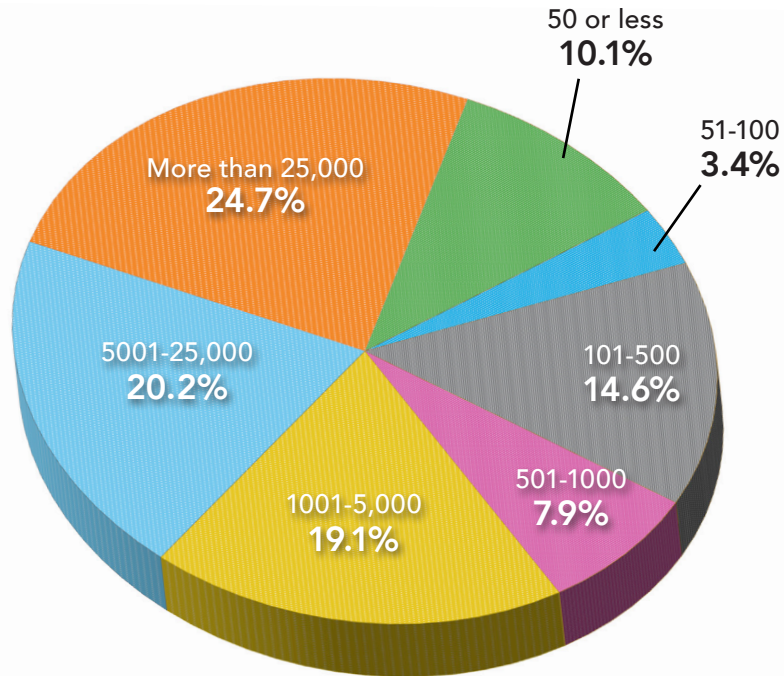
2017

	2017
50 or less	10.1%
51-100	3.4%
101-500	14.6%
501-1000	7.9%
1001-5000	19.1%
5001-25000	20.2%
More than 25000	24.7%

How many recruiters in your organization?
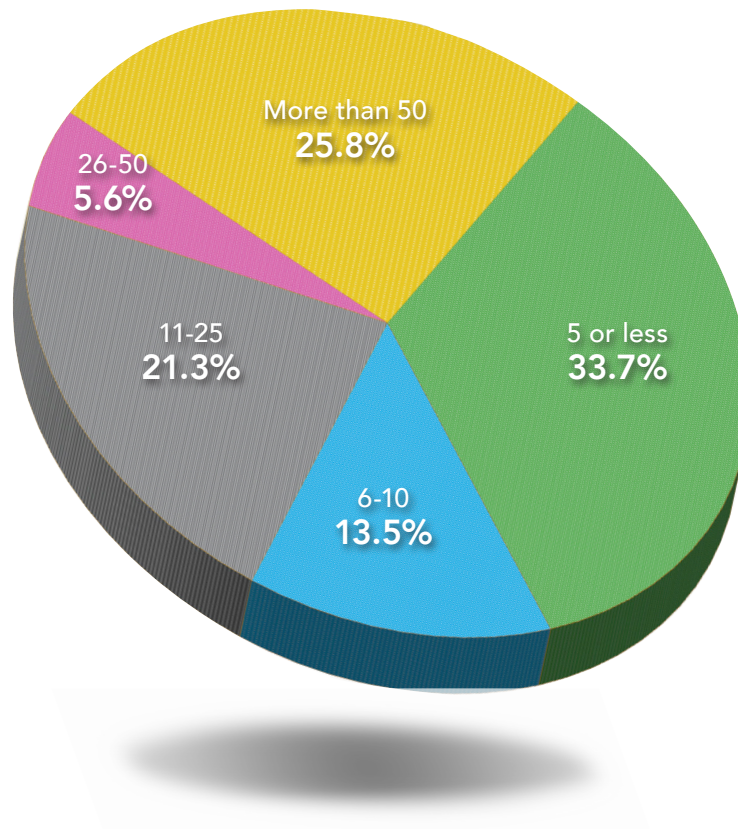
2017

	2017
5 or less	33.7%
6-10	13.5%
11-25	21.3%
26-50	5.6%
More than 50	25.8%

Does your organization have a Diversity & Inclusion Recruitment Program?
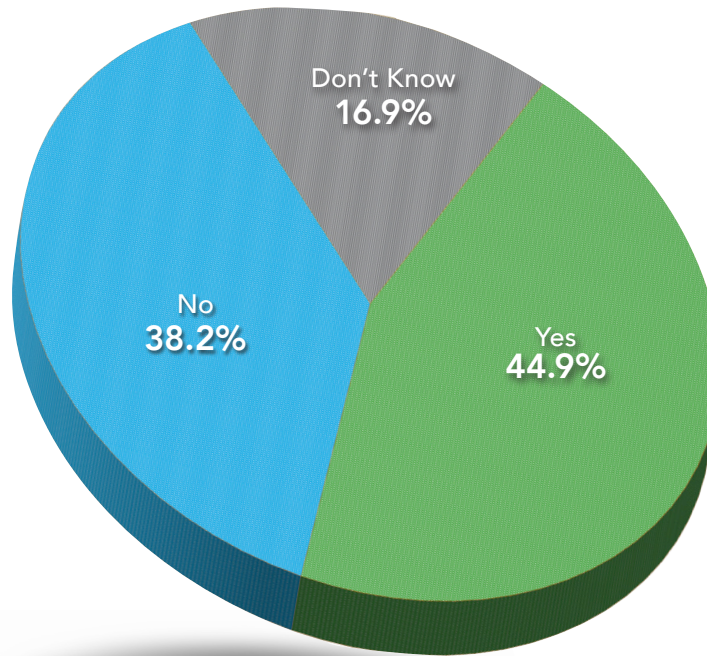
2017

	2017
Yes	44.9%
No	38.2%
Don't Know	16.9%

Does your organization have a dedicated Diversity & Inclusion Recruitment Team?
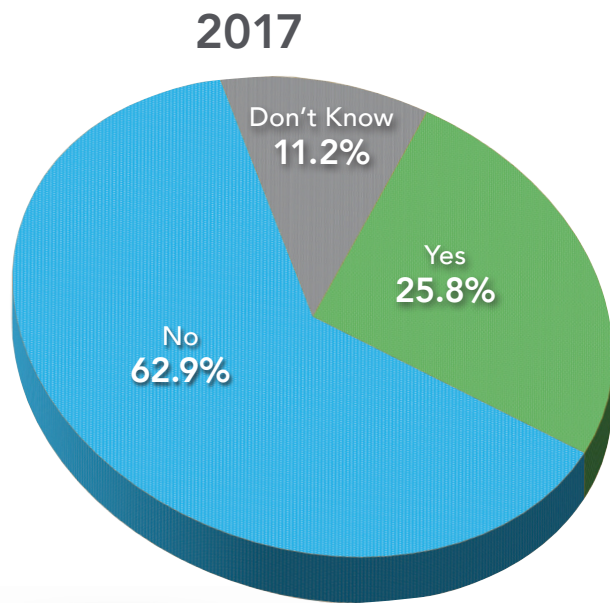
2017

	2017
Yes	25.8%
No	62.9%
Don't Know	11.2%

If yes, how many team members?
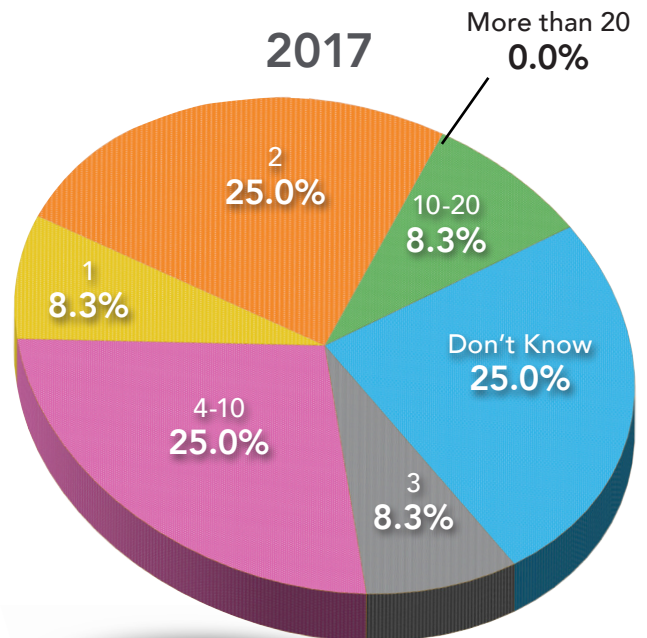
2017

	2017
1	8.3%
2	25.0%
3	8.3%
4 to 10	25.0%
10 to 20	8.3%
More than 20	0.0%
Don't Know	25.0%

What is your annual budget for Diversity & Inclusion Recruitment?

2017

$25001-$50000
$50001-$100000
More than $100000
0.0%

Don't Know
48.1%

No Budget
34.6%

$10001-$25000
3.8%

$7501-$10000
5.8%

$5001-$7500
1.9%
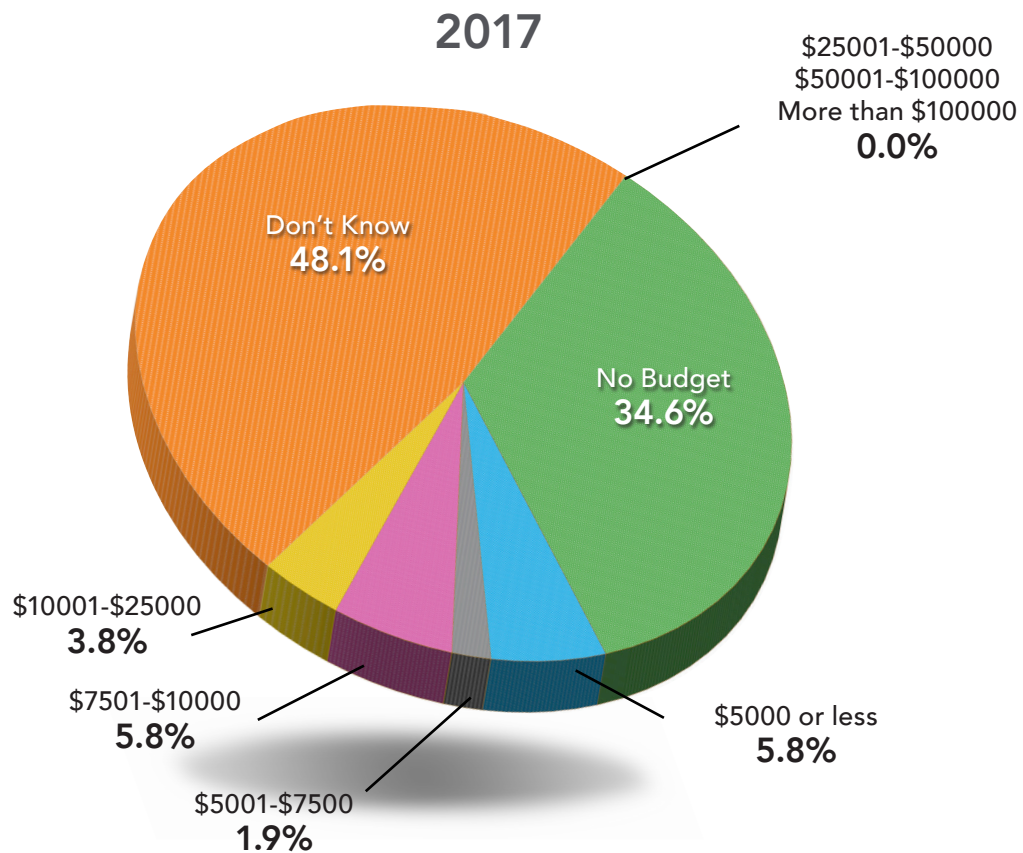
$5000 or less
5.8%

	2017
No Budget	34.6%
$5000 or less	5.8%
$5001-$7500	1.9%
$7501-$10000	5.8%
$10001-$25000	3.8%
$25001-$50000	0.0%
$50001-$100000	0.0%
More than $100000	0.0%
Don't Know	48.1%

Do you believe your company has a clear Diversity & Inclusion Recruitment Program objective?

2017

Don't Know
9.6%

No
50.0%

Yes
40.4%
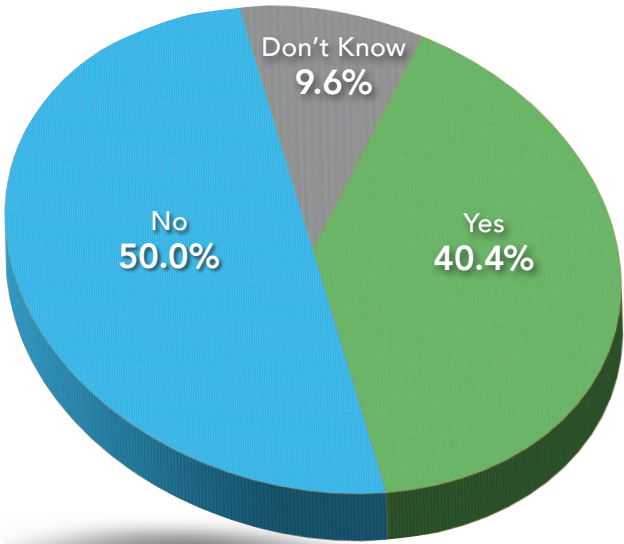
	2017
Yes	40.4%
No	50.0%
Don't Know	9.6%

Has your Diversity & Inclusion Recruitment budget increased, decreased or stayed the same over the past 12 months?

2017

Decreased
1.9%

Increased
13.5%

Don't Know
51.9%

Stayed the Same
32.7%

	2017
Increased	13.5%
Decreased	1.9%
Stayed the Same	32.7%
Don't Know	51.9%

Have your Diversity & Inclusion Recruiting efforts increased, decreased or stayed the same over the past 12 months?

2017

Don't Know
21.2%

Stayed the Same
32.7%

Increased
44.2%

Decreased
1.9%

	2017
Increased	44.2%
Decreased	1.9%
Stayed the Same	32.7%
Don't Know	21.2%

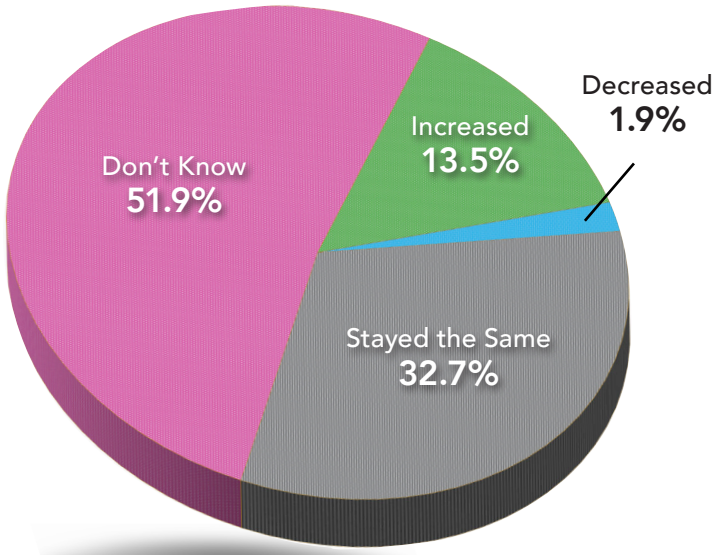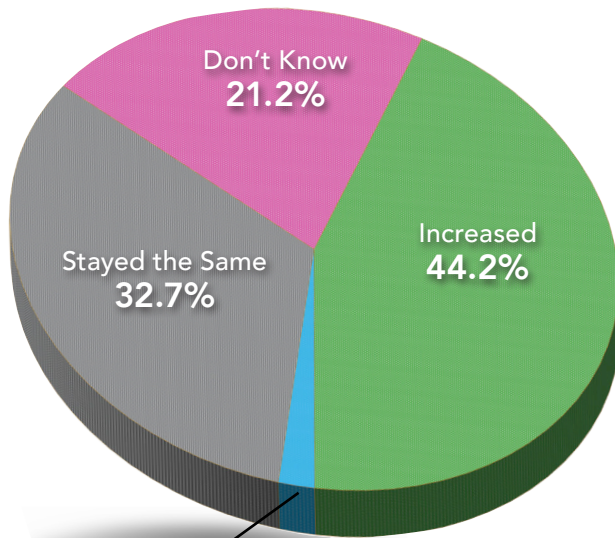## Has your company's definition of Diversity & Inclusion changed in the past 12 months? If yes, please explain.

2017

Don't Know
36.5%

Yes
15.4%

No
48.1%
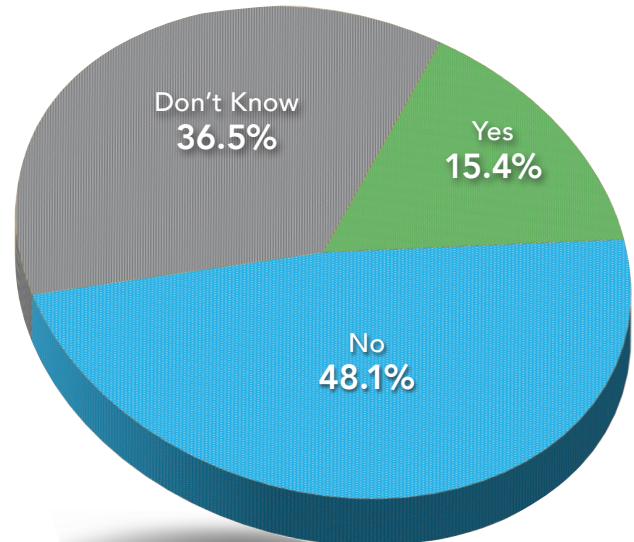
	2017
Yes	15.4%
No	48.1%
Don't Know	36.5%

If yes, please explain:

- *More eyes on the data- how our local population numbers break out by diversity stats and how well do our employees represent those levels; strong push to get our employees match the look of the communities we serve.*

- *Refined definition, inclusion has become more prominent.*

- *A diversity sourcer was added to the Recruitment Team.*

- *We added a role for a D&I leader who has begun to define the company's objectives on this front*

- *It has now been researched and a pilot project is (very slowly) being started.*

In your experience, what is the most important factor for consideration by candidates as they transition jobs in today's market?

2017

Flexible Scheduling
5.8%

Benefits
5.8%

Like Their Work
9.6%

Diverse Workforce
1.9%

Location
1.9%

Company Ethics
1.9%

Belief in
Company/Product
1.9%

Culture
11.5%

Salary
13.5%

Career
Advancement
15.4%

Professional
Development
Opportunities
30.8%

Like Their Boss
Vacation/Time Off
Retirement Plan
0.0%
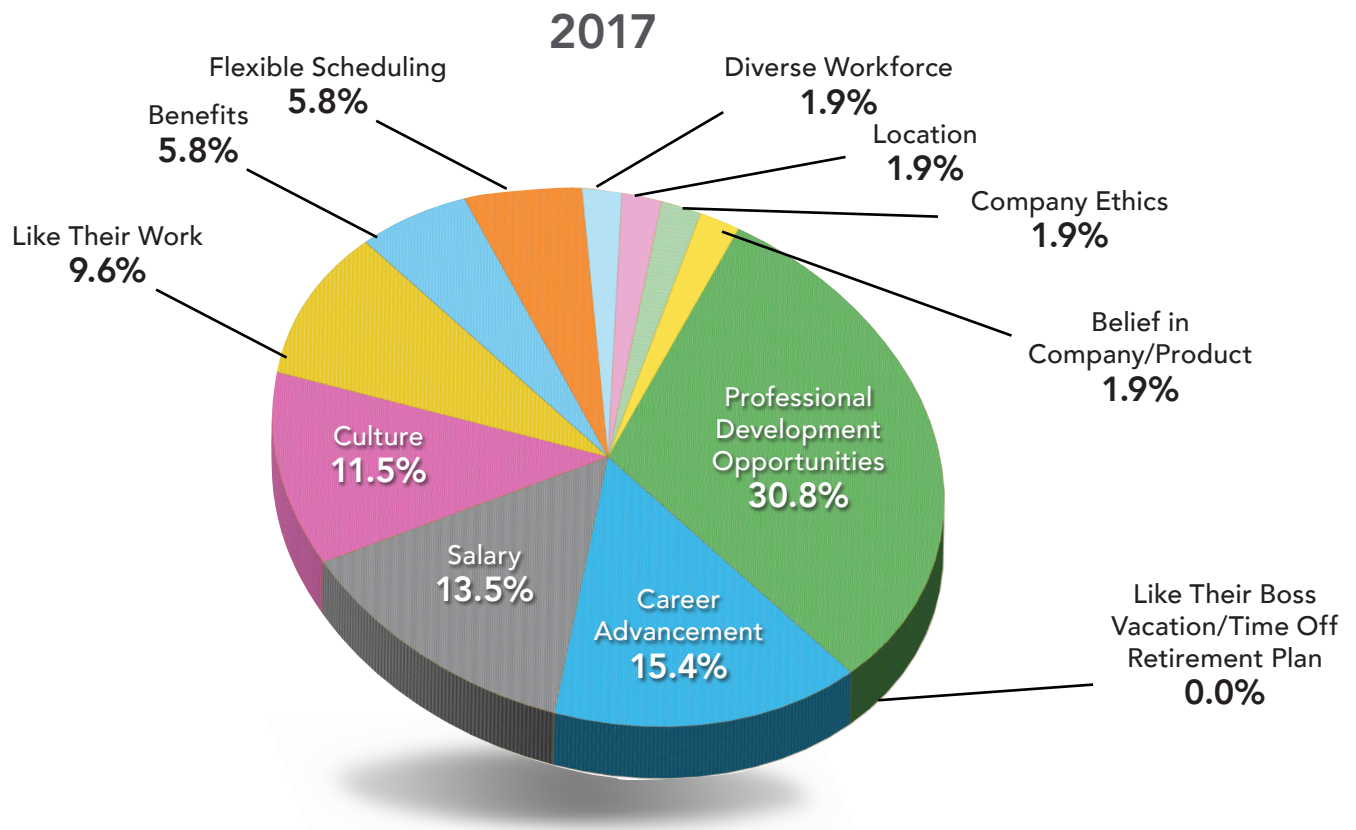
	2017
Professional Development Opportunities	30.8%
Career Advancement	15.4%
Salary	13.5%
Culture	11.5%
Like their work	9.6%
Benefits	5.8%
Flexible Scheduling	5.8%
Diverse Workforce	1.9%
Location	1.9%
Company Ethics	1.9%
Belief in Company/Product	1.9%
Like their boss	0.0%
Vacation/Time Off	0.0%
Retirement Plan	0.0%

Have you seen a change in what candidates consider important as they transition jobs in today's market?

- Most candidates now target opportunities that elude more professional development/career growth. Not so much compensation.

- Candidates are more focused on what companies can do for them: perks, remote options, promotions, development, environment and culture.

- Depends on the economy, now that the economy is better, people seem to want a job they like, rather take any job to earn money.

- It's really a combination of things, it's the opportunity, the company culture, and feeling connected to the brand/company you work for. There are also important factors that come into play, which are salary, benefits, etc..

- Employees are placing the way they are valued as critically important today.

- Greater focus on getting top dollar.

- More candidates are interested in the type of work and type of team they will be joining, as opposed to focus on advancement of salary and position.

- More appreciation of giving back to the community.

- Career advancement is #1, but a company with a good ethics & integrity and positive company culture are close, then salary / benefits.

- It's no secret that we all work because we need money, but sometimes candidates have a life change and they are mostly interested in stability.

- Definitely more of a focus on culture and feeling included.

- Job stability has transitioned to pay and flexible work options.

- I've seen an even amount of increased interest in professional development, flexible scheduling, and benefits.

- Focus on work/life balance and benefits packages/costs.

- Millennials are not prepared, but want everything their way.

- It's not just about the dollar, it's about the culture, the work life balance, the growth/development opportunities, etc..

- Bigger focus on culture.

- In my 17yrs as a Recruiter I am seeing more than not the most important is salary. It seems priorities are not leveling with lifestyle preferences and cost of living in this economy.

- The younger candidates are much more focused on career development/advancement than the actual work they'll be doing. They don't plan to stay in place for long.

- Relocation is by far my company's biggest challenge in terms of attracting candidates. People can't or do not want to move. On that note, many ask for flexible work arrangements. In theory this would be a win-win, but there are a lot of barriers around this. Salary is always important, but so is culture, growth potential, company stability, sustainability / community outreach, and of course, the team dynamic - specifically the person to whom the new hire would report. In this candidate driven market where the demand for talent outweighs the supply, candidates have the upper hand and thus every right to be selective.

- Balance of work and pleasure.

- Training & Onboarding, Career Path for the future.

- Training provided and advancement possibilities.

- We are now in a candidates market. Candidates have the upper hand as the demand from employers has increased. Candidates can be very selective in their employment search. A few years ago, many people were unemployed and had been faced with layoffs. I saw many overqualified applicants for entry level positions.

- It went from a place to call home and retire to a place where they want to be paid more.
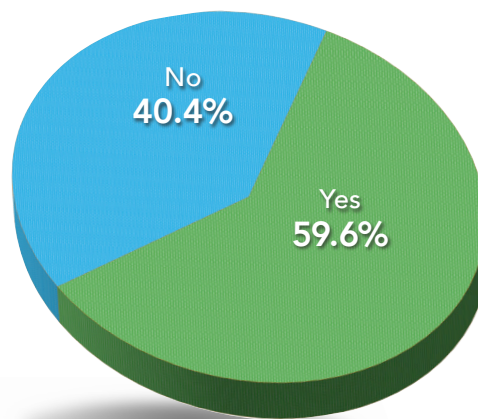
2017

	2017
Yes	59.6%
No	40.4%
If yes, please explain	

What is the biggest challenge you face today in your Diversity & Inclusion Recruitment program?
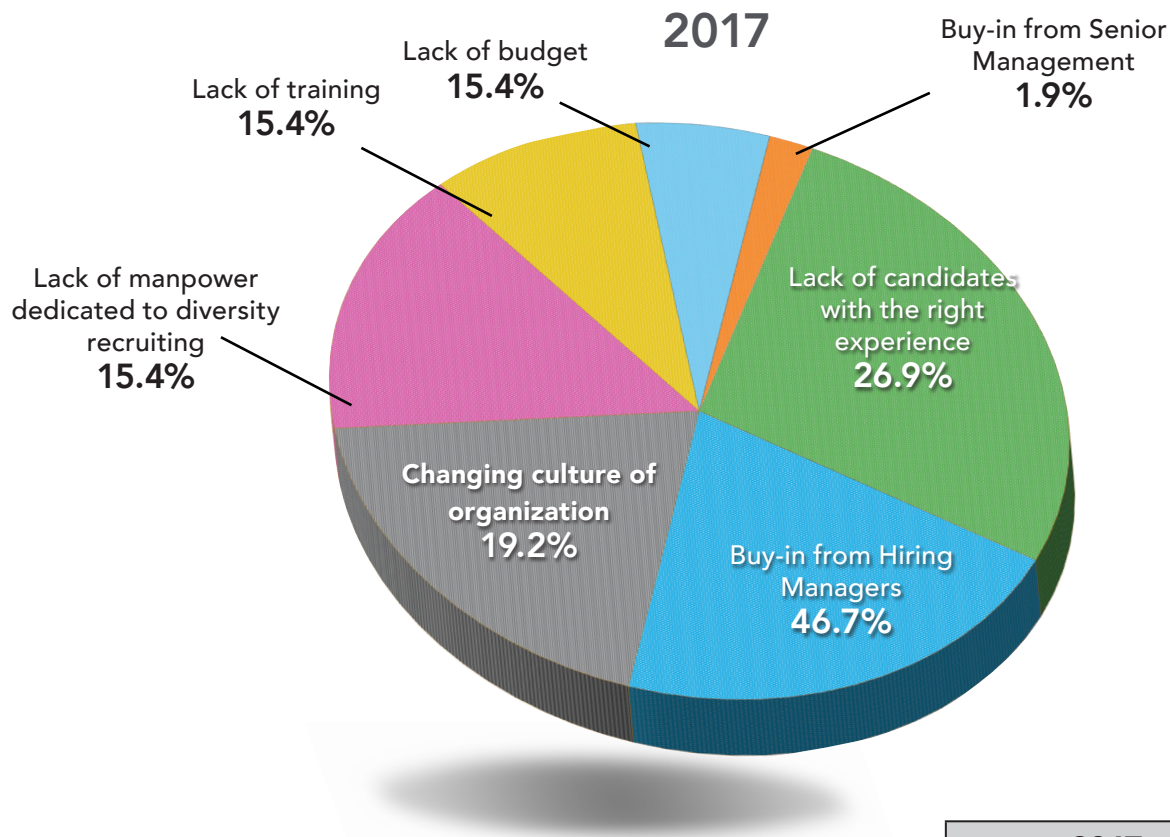
2017

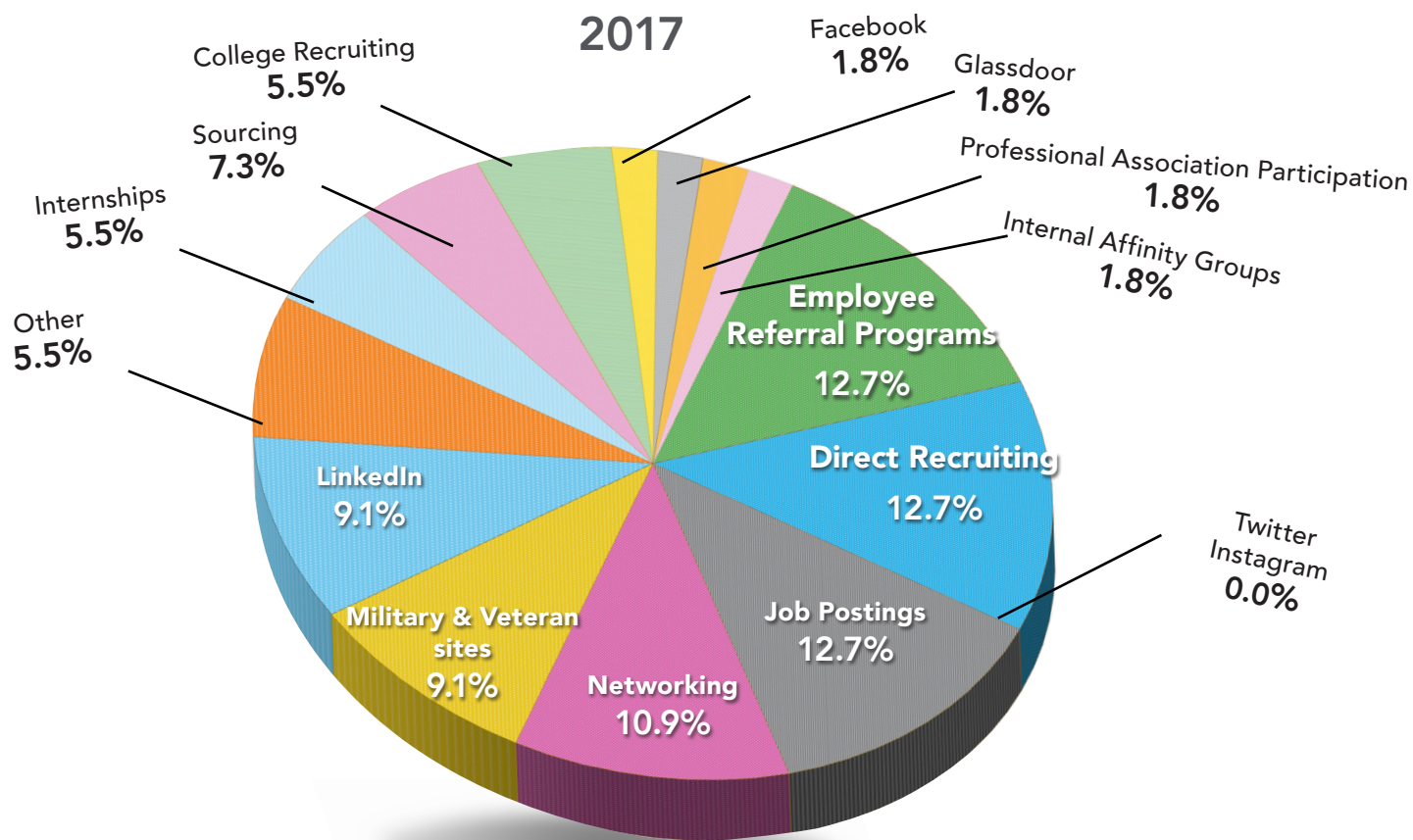|	2017
Lack of candidates with the right experience	26.9%
Buy-in from Hiring Managers	21.2%
Changing culture of organization	19.2%
Lack of manpower dedicated to diversity recruiting	15.4%
Lack of Training	9.6%
Lack of Budget	5.8%
Buy-in from Senior Management	1.9%
Other (please specify)	

- *Lack of visibility into the diversity make-up of our applicant pool.*
- *There is no such program in my organization and in my opinion a non factor.*
- *Again, finding qualified candidates who can relocate is another huge challenge.*
- *All of the above.*

What is your MOST challenging position to fill? Please explain why.

- High Level Project Schedulers with active Department of Defense Secret Clearances.   Challenge is with clearance and salary aligning with salary equity and budget.

- Property agent - requires specific skill set.

- Footwear Designers due to non-competes and getting candidates to relocate. Most of our competition is on the west coast.

- Right now- construction and/or project managers. The strong area growth and building happening in my area makes for a lot of competition from the private sector where they are able to offer higher wages and/or total comp packages.

- Varies.

- Senior leader roles with female ethnic candidates.

- Plant electricians. Baby boomers are retiring and our younger generation is not interested in a skilled craft job in manufacturing, plus, very few women are available. Primarily a white, male population.

- Engineers.

- Branch Manager.

- I only recruit for Sales Agents.

- I hire Director and above. They are all challenging based on location more than anything.

- Psychiatrists because there is a shortage throughout the country, and our company is below the 75th percentile for salary.

- Information Technology roles.

- Healthcare Techs and Correctional Officers. High turn over due to stress of the job, pay, and skills.

- Females in Electrical/Chemical/Mechanical Engineering Leadership Positions. Reasons: geographical challenges, supply/demand issues.

- Since we work in international development, all aspects of that work is extremely technical with a limited pool of applicants. USAID has very stringent requirements of personnel for upcoming international projects. All positions ranging from Monitoring & Evaluation to Anti-Corruption technical experts are always difficult to find based on USAID's requirements at the time.

- Statistician-- typically same type of candidate in terms of race/gender (white/male).

- Audit and accounting professionals - competition in the market with Big 4 for these resources.

- Regulatory attorney.

- Supervisor, Child Protective Services - small pool, more money in bigger counties.

- There are many areas that have become difficult to fill. If I had to choose in my area of recruitment the most difficult would Behavioral Health Svcs staff.

- Flavor Chemists are our most difficult. The pool in the US is shallow, my company's requirements are steep, and our geography is only semi desirable compared to areas like NJ and Chicago where there are more companies, and thus more options, from which such candidates can choose.

- Engineering Manager - client is seeking very specific experience in automation.

- Its not any one position, but rather high level positions with very specific requirements.

- Appian Consultant.

- IT-hiring manager assuming different names means H1B status; Healthcare.

- Physical therapist due to supply and demand.

- Care Coordinators - RN that have to travel and are getting away from patient care.

What is the most creative and/or effective tool that you use in your Diversity & Inclusion Recruitment program?

2017

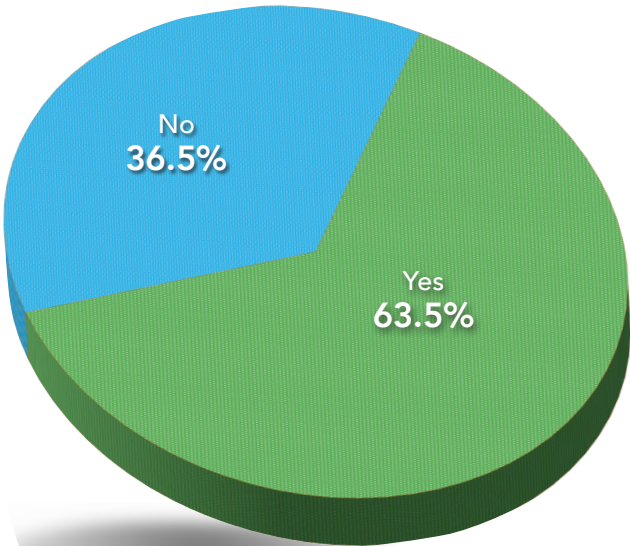|	2017
Employee Referral Programs	12.7%
Direct Recruiting	12.7%
Job Postings	12.7%
Networking	10.9%
Military & Veteran organization or websites	9.1%
LinkedIn®	9.1%
Sourcing	7.3%
Internships	5.5%
College Recruiting	5.5%
Facebook®	1.8%
Glassdoor®	1.8%
Professional Association Participation	1.8%
Internal Affinity Groups	1.8%
Twitter®	0.0%
Instagram®	0.0%
Other	5.5%

What is the most effective sourcing tactic you have deployed in the past 12 months to support your Diversity & Inclusion Recruitment goals?
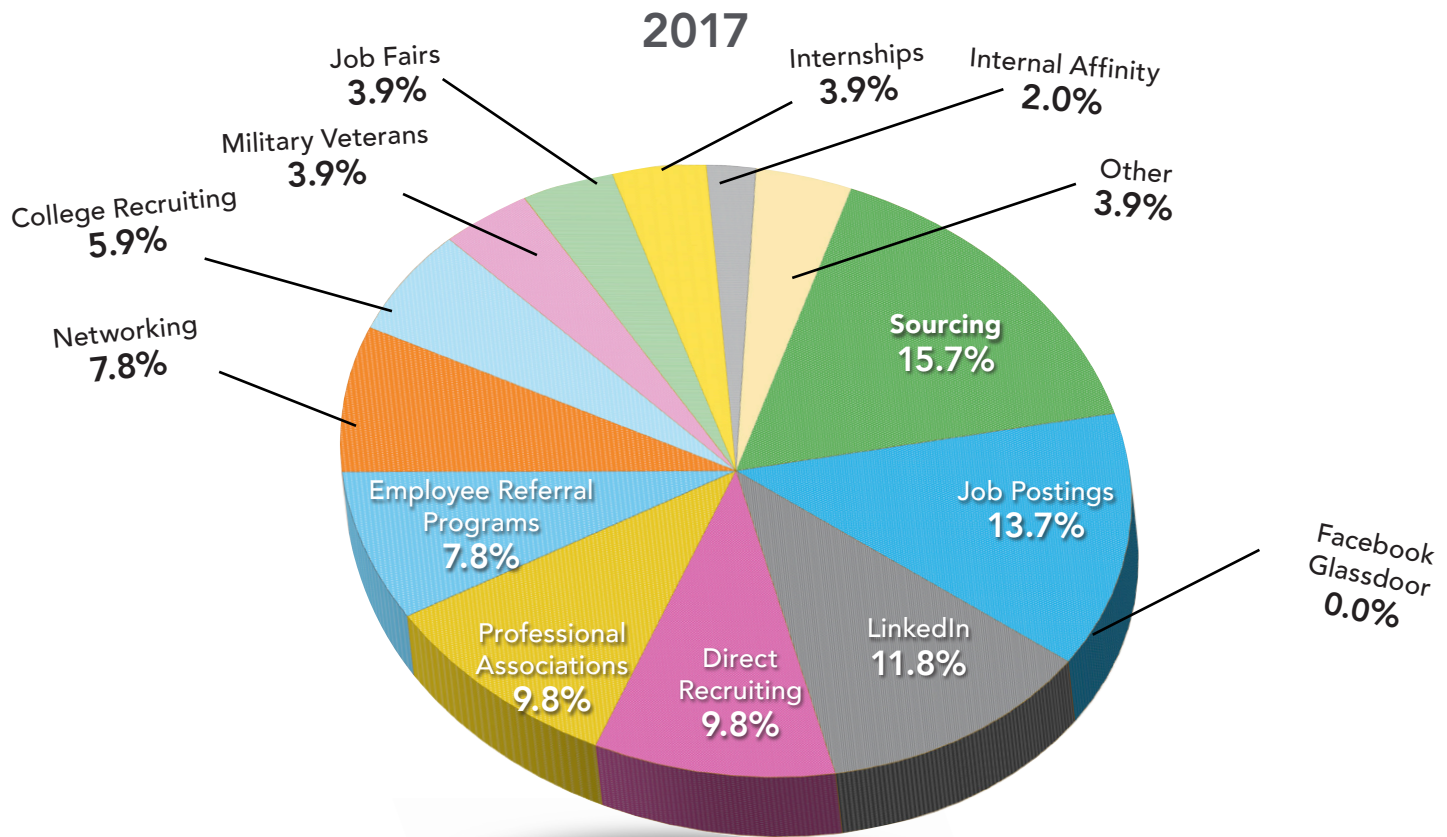
2017

	2017
Sourcing	15.7%
Job Postings	13.7%
LinkedIn	11.8%
Direct Recruiting	9.8%
Professional Association Participation	9.8%
Employee Referral Programs	7.8%
Networking	7.8%
College Recruiting	5.9%
Military & Veteran organization or websites	3.9%
Job Fairs	3.9%
Internships	3.9%
Internal Affinity Groups	2.0%
Twitter	0.0%
Instagram	0.0%
Facebook	0.0%
Glassdoor	0.0%
Other	3.9%

Does your company have an Employee Referral Program?

2017

No
36.5%

Yes
63.5%
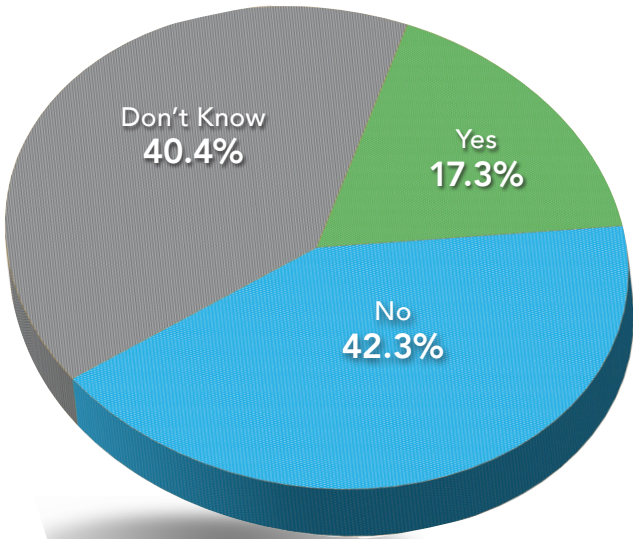
	2017
Yes	63.5%
No	36.5%

Has your Employee Referral program positively impacted your Diversity & Inclusion Recruitment program?

2017

Don't Know
40.4%

Yes
17.3%

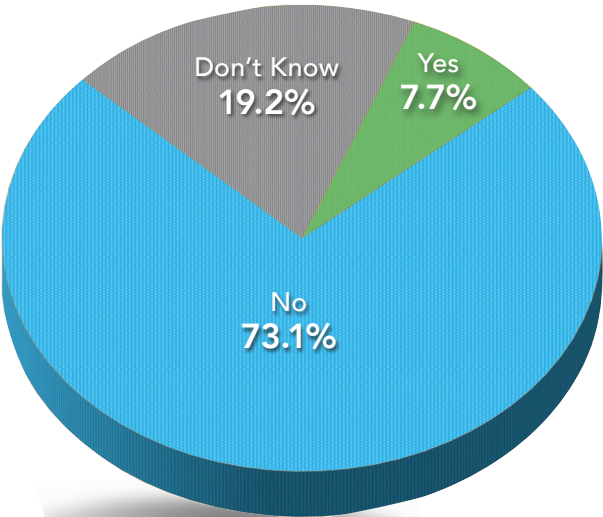No
42.3%

	2017
Yes	17.3%
No	42.3%
Don't Know	40.4%

Does your organization offer a reward or incentive to an employee that refers a candidate who increases diversity, inclusion or cultural competence for their organization?
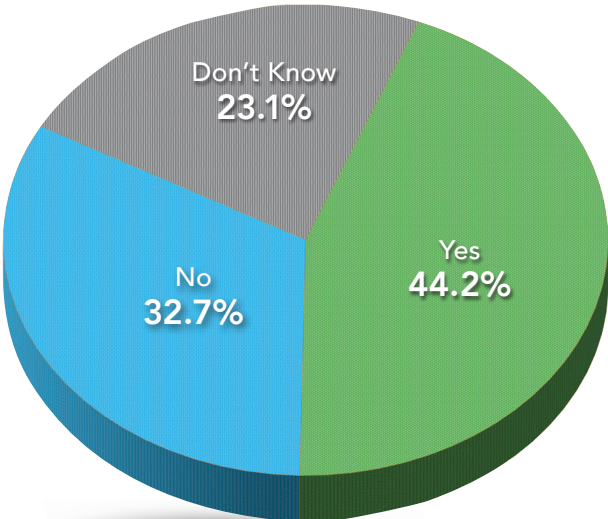
2017

Don't Know
19.2%

Yes
7.7%

No
73.1%

	2017
Yes	7.7%
No	73.1%
Don't Know	19.2%

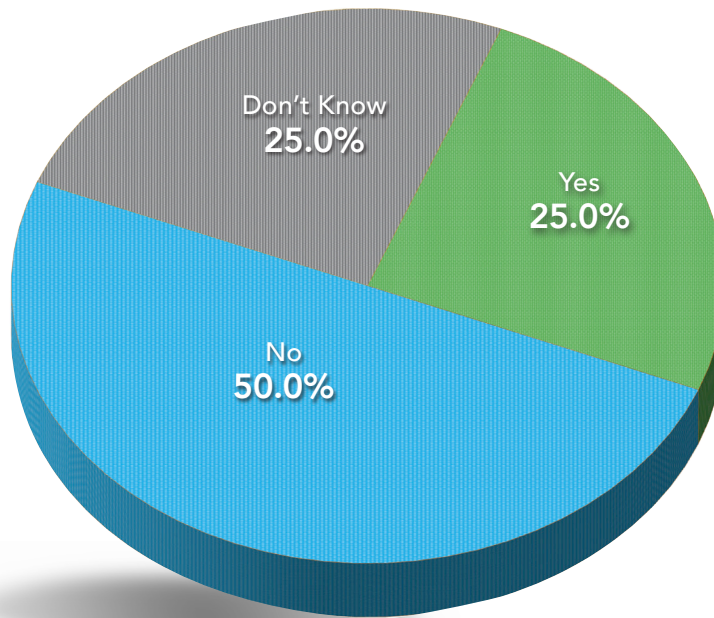Does your organization produce metrics regarding their Diversity & Inclusion Recruitment initiatives and goals?

2017

Don't Know
23.1%

Yes
44.2%

No
32.7%

	2017
Yes	44.2%
No	32.7%
Don't Know	23.1%

Does your company build Diversity & Inclusion Recruitment Metrics into Performance Plans?

2017

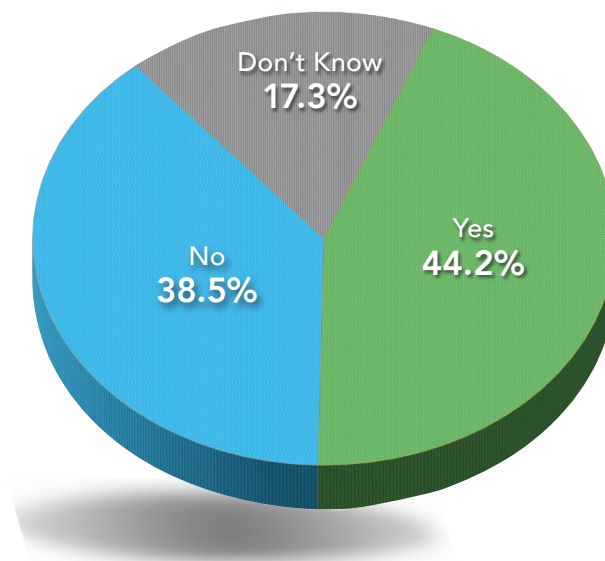

	2017
Yes	25.0%
No	50.0%
Don't Know	25.0%

Does your organization have or plan to have a program in place to specifically attract veterans?

2017



	2017
Yes	44.2%
No	38.5%
Don't Know	17.3%

If yes, please explain:

- *We have a strong veteran outreach program that includes working directly with TAPs, active military connections etc.*

- *We have a Veteran Fellowship program.*

- *We provide funding for units to hire veterans for temporary jobs.*

- *Part of our company business does a better job at veteran recruiting than our other business. As they have jobs requiring security clearances and our manufacturing side does not.*

- *We have an agency dedicated to veteran affairs as well recruitment outreach has significant partnerships with organizations and agency's to attract veterans.*

- *Leveraging local partnerships and newly launched Veteran employee resource group.*

- *We have a veterans service office as part of our organization.*

- *We have a team that meets monthly and is focused specifically on recruitment of veterans.*

- *I think we would like to explore these options in the future.*

- *12 week veteran intergration programme (internship) leading to permanent job opportunity for the best performing candidates.*

Does your organization currently have or plan to have a program that invests in or encourages young children to pursue a particular skill set?

2017

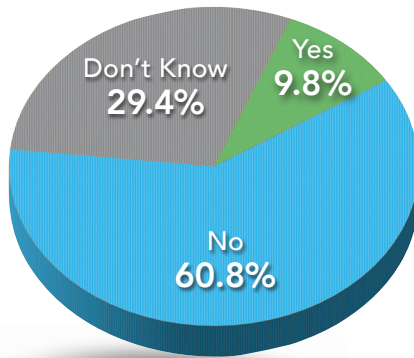|	2017
Yes	26.9%
No	46.2%
Don't Know	26.9%
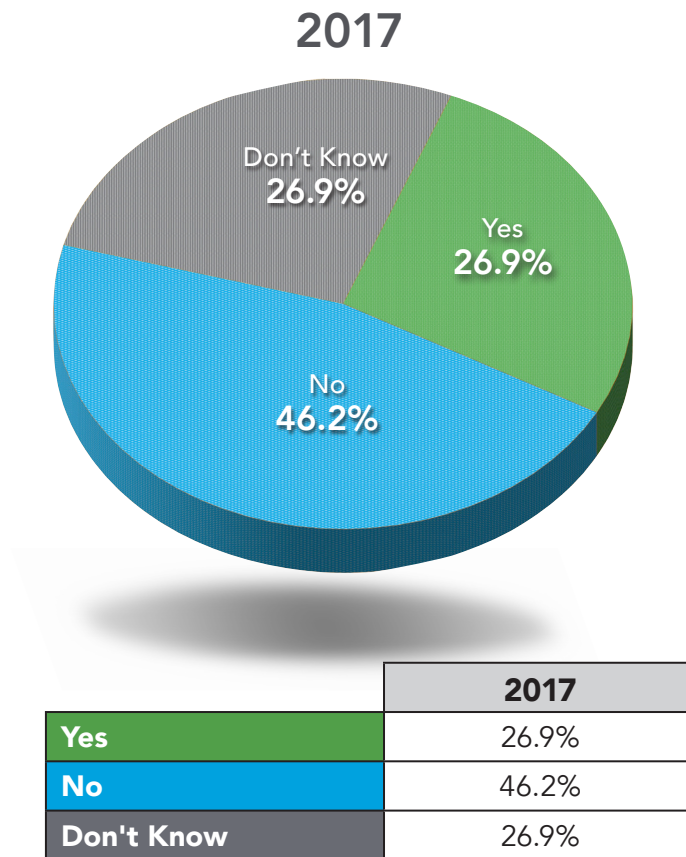
If yes, please explain:

- *Outreach starting at the elementary school age group. Specifically encouraging youth to consider STEM coursework and help them correlate an understanding of where those studies can lead them and how important they are to protecting our natural resources and creating renewable resources.*

- *We provide educational opportunities for kids to come to our sites.*

- *We do work with SEEK mentors. I'd like to improve our activity in this realm and get the younger generation excited about manufacturing before they hit college age.*

- *HS/college recruitment focused on "gap" year international service projects.*

- *We support many local efforts including STEM programs, science fairs, HOSA, mentoring, etc.*

- *We have discussed this as a tactic, but to my knowledge have not taken much action against it. We, did, however, provide sponsorship at a STEM Conference in April 2016 to start branding ourselves as a company that offers many STEM related career options.*

- *I would really like to see us plant our opportunities in middle schoolers' minds and provide resources of a path to follow to get here as adults.*

- *Part of the explorers program.*

Does your organization have or plan to have a program that attracts older/experienced individuals?
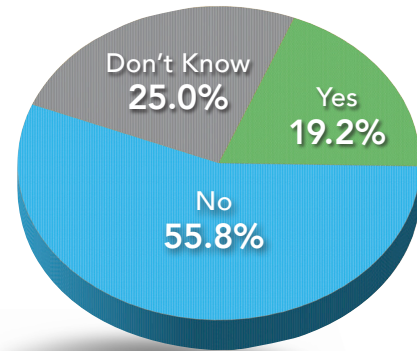
2017

	2017
Yes	9.8%
No	60.8%
Don't Know	29.4%

Does your organization have an orientation and retention program in place specifically for diverse, inclusive or culturally competent employees?

2017

	2017
Yes	19.2%
No	55.8%
Don't Know	25.0%

AIRS®
powered by **ADP**